

MVPC NARRATIVE PROPOSAL

1. Community Need-

Targeted Community Description. The Merrimack Valley Planning Commission (MVPC) district encompasses 15 cities and towns with a population of 333,748 people in the Merrimack River Valley of Essex County, MA. Merrimack Valley factories, centered in the core cities of Lawrence, Haverhill and Methuen, led the 19th century American industrial revolution. The region has endured decades of economic transition since the 1950's--the decline of the dominant textile and leather industries, suburbanization, the boom and bust of the plating industry, & successive waves of new immigrants, the most recent primarily from Latin America and Asia. Long-term unemployment, wage stagnation, high poverty rates and a legacy of industrial-era environmental contamination continue to be structural barriers to economic revitalization. These structural challenges persist in spite of recent recovery in real estate and business activity since the Great Recession of 2008-2009 which burdened the region with high-profile plant closings and job losses. In spite of the long-term industrial base decline in our region, manufacturing continues to be an important economic sector in the Merrimack Valley, 20.8% of all private sector jobs in 2013, compared to 8.9% in Massachusetts (Bureau of Labor Statistics).

The region is designated an Economic Development District by the U.S. Economic Development Administration because of the economic distress indicators and brownfield conditions throughout the 15-community Merrimack Valley region but most pronounced in the immigrant Gateway cities of Lawrence, Haverhill, and Methuen, which MVPC has targeted for Brownfields Program outreach. According to the 2010 U.S. Census & UMass Donahue Institute, the core cities are home to 55% of the region's population and 45% of the region's employment. These cities' landscapes are dominated still by large mill complexes which for generations supplied tens of thousands of jobs and were the mainstay of the regional economy. Many of the mill buildings, now vacant or underutilized as storage or warehousing, are magnets for trespass, vagrancy, arson and illicit drug use and production. Similarly, metal plating shops that briefly took root across our region in the latter half of the 20th century are now shuttered urban blight properties. Redevelopment of these sites for uses that can contribute to community economic health is hindered by the presumption of environmental contamination. In spite of the many challenges, these properties provide great opportunities without our dense urban cores, often centered near public transit and close to the Merrimack River or one of tributaries. Our cities have begun to take advantage of these opportunities by enacting changes in zoning that encourage robust, sustainable development focused on our greatest concentration of brownfield sites.

With the current cycle of economic recovery and resurgence in real estate activity, the region is positioned to make more significant and visible achievement in Brownfield community-based revitalization plans. After slow recovery from the Recession, the region's communities are actively working with private developers on planning, permitting and fledgling construction of downtown & waterfront brownfield developments. Petroleum and/or hazardous material contamination complicates financing and adds unknown costs to redevelopment efforts. Our regional Brownfields program will be a critical resource tool to spur redevelopment in the target area central Gateway cities and to promote sustainable land use development in the 12 other Merrimack Valley communities. While these smaller cities & towns lack the density and scale of the core cities, they have highly visible brownfield sites along waterfronts and in their central business districts. Eight of our 15 communities have populations of less than 10,000 people; yet cumulatively these eight have 309 MassDEP identified contaminated brownfields. These communities have limited in-house planning staff capacity, constrained access to financing, and lack of qualified developer interest for investing in complicated, high-risk real estate transactions. For these communities, the regional Brownfields Program can fill a much needed void and, as a region-wide program, provide a coordinating process to maximize the transformative impact of environmental remediation work in the Merrimack Valley.

1.a.ii. Demographic Information. Census data show how our target communities, a century after the height of the region's industrial peak, continue to function as immigrant Gateway communities. Unemployment, poverty, & ethnic diversity rates are well above the state and national averages.

The City of Lawrence ranks lowest per capita income (\$16,987; 2009-13 American Community Survey) and highest unemployment rate in Massachusetts (MA Dept. of Labor&Workforce Development). The population of Lawrence, a city of less than 7 square miles, declined by a third between the 1920s & the 1980s, driven by industrial mill closure and suburbanization. New immigrants from the Caribbean and Central and South America have spurred current population growth. Over the past decade, as Lawrence's overall population grew by 6%, according to the 2010 U.S. Census, the Latino share of the population increased 31%. Today 76,377 people live in Lawrence, **74% of whom are of Hispanic origin and 34% foreign born.** Neighboring Gateway Cities of Haverhill and Methuen, also with older mill districts and dense central urban residential areas have experienced similar demographic changes and economic challenges that justify targeting Haverhill's central Lower-Acre Mill District (Census Tracts 2601, 2606, 2607, and 2608) and Methuen's Downtown/Arlington Neighborhood (Census Tracts 2523 and 2524).

	Target Community - Lawrence	Target Neighborhood - Haverhill	Target Neighborhood - Methuen	Massachusetts	National
Population ¹ :	76,820	18,816	10,474	6,605,058	311,536,594
Unemployment ² :	13.0%	13.5% ³	10.1% ³	6.3%	5.3%
Poverty Rate ¹ :	26.5%	22.2%	13.5%	8.1%	11.3%
Percent Minority ¹ :	79.5%	37.3%	48.5%	20.6%	36.7%
Median Household Income ¹ :	\$32,851	\$46,347	\$44,377	\$66,866	\$53,046
% Language Spoken at Home Other than English ¹	75.6%	33.2%	45.1%	1,367,082 (21.9%)	60,361,574 (20.7%)
Percent Educational Attainment <9th Grade ¹	9,373 (20.5%)	9.2%	12.7%	218,530 (4.8%)	12,272,805 (5.9%)
% of Households with Food Stamp Benefits ¹	38.4%	22.0%	16.0%	11.7%	12.4%
¹ Data is from the 2009-2013 American Community Survey. ² Data is from the Bureau of Labor Statistics, available at www.bls.gov					

Brownfield Impacts on Targeted Community

Today, remnants of our industrial legacy are Brownfields, located throughout the region and particularly concentrated in the urban centers of our target communities. Blighted properties continue to be a threat to our environment, our health and safety, and our economy. MVPC has identified over 3,000 vacant lots and underutilized spaces in Lawrence, Haverhill, and Methuen. Efforts are underway to convert abandoned residential lots and alleys in these cities into community gardens and 'pocket' parks. Lawrence is partnering with EPA, MVPC and others in the "Making a Visible Difference" planning initiative focused on the Spicket Rail Trail corridor. These sites and planning area corridor face significant brownfield challenges that have long hamstrung property reuse efforts. Whole city blocks are hollowed out by giant mill complexes full of lead and asbestos-contaminated buildings with soil impacted by PAHs, petroleum, arsenic, lead, cadmium, and other metals. Abandoned metal plating facilities, often just yards from residential properties, are sources of groundwater contamination with chlorinated solvents that pose significant risk of vapor intrusion to neighbors. The many abandoned & dilapidated gasoline service stations and auto body repair shops that

dot our region stand as another visible indicator of economic distress.. These sites pose potential risk for gasoline, fuel oil, waste oil, and lead contamination. MassDEP maintains inventories of waste sites across Massachusetts. Below is a snapshot of Merrimack Valley region contaminated properties (Nov. 2015 data).

Community	Hazardous &/or Petroleum Sites Identified by MassDEP
Lawrence	373
Haverhill	361
Methuen	239
Total MV Brownfields Outreach Target	973 (49% of region total)
12 non-Gateway MV Communities	1,012 (51% of region total)
Total Merrimack Valley (MV) RegionProgram Area (15 communities)	1,985

1.a.iv. Cumulative Environmental Issues. The Merrimack Valley industrial history has left a legacy of unintended problems that the region continues to grapple with while attempting to balance economic development and environmental interests. The Merrimack River and its tributaries provided power and transport to the mills. Rivers were dammed, channelized, diverted into canals, buried in culverts, and used for disposal of industrial and biological wastes for the convenience or short-term benefit of industries that have long since left our region. The consequences have been increased risk of flooding, contaminated sediments along stream banks, and collapse of native anadromous fish populations – salmon, shad, sturgeon, and striped bass – that once seemed inexhaustible. Flooding risk is a paramount concern with vulnerability heightened by the impacts of climate change. The Spicket River, which flows through the Arlington Neighborhood of Methuen and Lawrence, is a major flooding concern. The area has endured at least four 100-year floods over the past twenty years. Significant portions of Haverhill's Lower Acre mill district are within the 100-year floodplain of the Little River, which is slowed by a nearly 200-year-old stone dam and contained in a concrete conduit beneath downtown. The conduit periodically clogs with debris, exacerbating the flooding problem in the Lower Acre **When 15 inches of rain fell in the region during a three-day 2006 storm, causing the worst flooding since 1936, Haverhill's overwhelmed combined sewer stormwater system dumped 35 million gallons of waste per day into the Merrimack River.** Frequency and intensity of major storms has increased with severe regional flooding in 2009 and 2010; record snowfall in Winter 2014/15 prompted a federal emergency declaration and again highlighted the vulnerabilities of the region's public infrastructure. (*Region Multi-Hazard Plan Update 2015*).

1.b. Impacts on Targeted Communities. Our region's contaminated soil, groundwater, and rivers have a disproportionate impact on residents of our target communities. Lawrence General Hospital reported in its 2013 Community Health Needs Assessment that premature mortality rates (death before age 75 per 100,000 population) in Haverhill and Lawrence were 325.4 and 292.0 per 100,000 people, respectively—significantly higher than the statewide rate of 273.6 premature deaths per 100,000. In Lawrence, our region's largest city and target area core, the health challenges are daunting:

- **Population significantly younger** (29% under age 18 versus 22% statewide). Youth are more at risk to the effects of toxic agents due to the active development of sensitive organ systems (e.g., the brain and reproductive organs) and the inability of the immature body to efficiently cope with chemical exposure.
- **High percentage of individuals of Hispanic ethnicity** (74% versus 9.6% statewide). More than 1/3 of Lawrence's Dominican origin population live in poverty. (2009-13 ACS); Hispanics face barriers in health

care access and are disproportionately without health insurance. According to a 2014 Blue Cross Blue Shield study, Hispanics are 22% of the uninsured nonelderly population in MA.

- ***Infant mortality rate 25% higher than the state rate*** along with a *25% decrease in mothers receiving adequate prenatal care* and a *nearly 3-fold increase in births to adolescent mothers*. Stresses already evident on a sensitive infant population due to a lack of care or a developmentally immature mother can be greatly exacerbated by the addition of chemical stresses, either during fetal development or in the years following birth.
- Statistics on ***mortality, hospitalizations, and emergency rooms visits due to asthma*** as well as ***overall asthma rates in 0-4 year olds, 5-14 year olds, and 15-34 year olds*** are all ***between 1.5- and 3-fold higher than state rates***. Asthma prevalence is linked to environment and is exacerbated by airborne particulates due, in part, to the presence of large trash incinerators and regional transportation facilities.

(Sources: Mass. Department of Public Health and Boston University School of Public Health for Massachusetts Prevention Center)

In addition to the above public health risks, the hundreds of abandoned buildings in our target communities represent an ongoing *fire safety threat* to area residents and property. Vacant buildings are magnets for vagrancy, illicit drug use, and arson. On January 13, 2014 a four alarm fire broke out in the former Merrimac Paper Co. mill in downtown Lawrence. Due to the deteriorated conditions in the mill, the Lawrence Fire Department had the building on their do-not enter list, and were constrained in combating the blaze. On September 20th 2015, arson at the brownfields target Stevens Mill gutted the northern wing of the massive mill structure and led to road closures and evacuations as state and local officials worked over a week to control the fire and clean up the site. (Eagle-Tribune) Blighted industrial properties are also disproportionate sources of stormwater contamination, as they are within our urban settings without on-site filtration (In Lawrence and central target neighborhoods of Methuen and Haverhill, approximately 54% of the land area is impervious surface, compared to 14% region-wide). This leads to increased stormwater flow into overtaxed, outdated, in some circumstances combined sewer/stormwater and release of waste pollutants directly to our rivers during significant rainfalls. Studies have shown that rates of fish consumption from local waters are higher among environmental justice communities (Fish Consumption and Environmental Justice, EPA 2002), exposing residents of our target communities to greater amounts of contaminants in fish tissue.

1.c. Financial Need

1.c.i. Economic Conditions

MVPC is a regional planning agency dependent on federal, state and foundation grant funding for multi-community initiatives. Existing Brownfields Assessment resources available through our program to the 15 communities are depleted at a time when renewed developer interest in brownfield properties has generated more demand for environmental site assessments. Our targeted Gateway communities are among the poorest urban areas in the Commonwealth with municipal budgets dependent on state aid and property tax revenue increases capped at 2.5% annually.

Housing Conditions: According to U.S. Census data, the last Recession left a significant increase in vacant homes in each of the three target communities. Haverhill, Lawrence, and Methuen housing vacancies rose nearly 90% last decade. In coordination with the MVPC Brownfields Program and in response to a high number of distressed properties in abandonment or foreclosure, Methuen and Haverhill set up a property receivership programs to compel property maintenance. The demand for safe, affordable housing is still not yet met. When the Archdiocese of Boston partnered with Haverhill converting a former school in the City's Lower Acre to 12 units of housing, more than 400 income eligible families applied for residence in Fall 2015.

Major Plant Closures and Job Losses: Our region was hard hit by a number of high profile plant relocations and closures after the 2008-9 Recession. Lucent Technologies at one time employing over 10,000 in the region, terminated or relocated the firm's final 400 workers from its all-but-vacant 1.5 million square foot manufacturing facility in 2008. Pfizer announced a five-year plan in 2010 to eliminate 300

manufacturing jobs in Andover. *The closing of the Haverhill Paperboard Corporation in 2008* meant the loss of **174 jobs**. In 2014, Converse moved its headquarters from North Andover to Boston, impacting **400 workers** and most recently Dec. 2015, Polartec, the Lawrence textile manufacturer that survived a 1995 catastrophic fire and three bankruptcies, announced plans to move 200 manufacturing jobs out of state over the next 18 months. (Eagle-Tribune 12/11/2015) Public sector jobs in our region have been equally hard hit; municipal employment decreased by 4.7% from 2006 to 2013. (MA Labor & Workforce Dev. Office)

Lack of Local Financial Capacity: All three target communities lack the means to fund site cleanups using local resources alone. Their annual operating budgets are already severely strained, with the demands for even basic services – schools, public works, police and fire protection – outstripping the available revenues. Lawrence is Massachusetts' poorest City where median household income fell 20% between 1980 and 2010. In the wake of the financial crisis, the City was forced to cut Public Safety budgets, and subsequently experienced a 63% increase in violent crime, according to the Lawrence Police Department. In recent years, numerous cost-cutting measures have been invoked by all three communities, including service regionalization, hiring freezes and layoffs of various department personnel. The cuts have impacted capacity of municipal government to undertake community development initiatives including Brownfields remediation and redevelopment. The sheer magnitude of the Brownfields problem (over 250 sites in a compact 14-sq.mi. area) overwhelms the community resources to tackle this problem. The smaller towns face additional obstacles without adequate community development planning or project management staff capacity. Major outside investments, both private and public, are needed and are spurring regional efforts including the Merrimack Valley Brownfields Assessment and Revolving Loan Fund programs as well as the Regional Stormwater Collaborative and Merrimack Valley Economic Development initiatives.

1.c.ii. Economic Effects of Brownfields. The prevalence of brownfield sites in our region, especially in our urban core communities of Lawrence, Haverhill, and Methuen, has a severe, ongoing impact on our regional and local economies and workforce. All three cities are among the 26 municipalities designated by the Commonwealth as immigrant Gateway communities and prioritized by state agencies for economic development assistance. As defined in Chapter 23A of Mass. General Laws enacted in 2009, Gateway Cities are midsize urban centers that anchor regional economies and face stubborn social and economic challenges while retaining "many assets with unrealized potential." These communities, which all had a legacy economic base in manufacturing, have struggled as the state's economy shifted toward skills-centered knowledge sectors (increasingly clustered in and around Boston). Lawrence, our largest city, has been federally-designated a HUB Zone by the U.S. Small Business Administration, providing financing incentives for small businesses. It is the poorest city in the state, with the lowest per capita and median household income (U.S. Census ACS 2009-2013). One in four families lives in poverty, and unemployment rates consistently hover at twice the regional, state, and national averages. The home ownership rate is only 31% citywide and is 12% in the North Side/Arlington neighborhood. Additionally, over 30% of the population has limited English proficiency and fewer than 70% of adult residents have a high school diploma or equivalent. Redevelopment within dense urban Merrimack Valley communities always involves some levels of environmental contamination. Potential of unknown costs and liability concerns complicate financing of real estate deals. The regional Brownfields Program is one of the few resources communities can use to catalyze sustainable development at blighted properties and take steps to reverse neighborhood disinvestment.

2. RLF Program Description and Feasibility of Success

i. Program Description. The Merrimack Valley region's *Comprehensive Economic Development Strategy* and local redevelopment plans all identify the cleanup and reuse of Brownfields sites as central to the area's overall economic revitalization strategy. To implement this strategy, MVPC has in place a Brownfields Program, staffed by an experienced in-house management team and assisted by a 30+-member Brownfields Policy Steering Committee, comprised of economic and environmental stakeholders from throughout the region, as well as federal and state agency personnel. All applicants participating must have site control and

meet EPA eligibility for participation. Program staff and technical consultants will assist applicants in fulfilling programmatic requirements that include preparation of a Quality Assurance Project Plan, Section 106 & Endangered Species review; & preparation of an Analysis of Brownfield Cleanup Alternatives, and community outreach plan & public review process coordination.

Site Eligibility. Properties in all 15 MVPC District municipalities will be eligible for the program, with the target focus on assessed sites in the core Gateway communities of Haverhill, Lawrence, and Methuen. Participating sites must meet EPA definition of a brownfield and Petroleum-contaminated sites must be receive prior eligibility determination from MassDEP as low risk and without a viable or potentially liable party. The Program's targeted central cities have over 50% of the region's 1,985 documented Brownfield sites (MassDEP 2015), as well as the highest concentration of residents (including low-income minority populations) who are at risk from the contaminants and blight conditions at these sites. Targeted candidate sites include but are not limited to inactive or underutilized mill properties, manufacturing facilities, metal plating industries, junkyards and machine shops. The emphasis will be on properties in the urban core with developer interest, served by sewer, water, and public transportation, and whose redevelopment will demonstrably improve the urban environment and public well-being.

Priority Sites. Our preferred redevelopment scenario involves the *cleanup and reuse of vacant or underutilized mill structures for mixed uses*, including a range of business and housing types. We believe this approach will generally provide more sustainable economic results than renovating the mills to meet the needs of modern manufacturing operations (which typically require higher ceiling clearances and more electrical and telecommunications infrastructure). In a mixed-use redevelopment scenario, there are almost an endless number of businesses that could locate and prosper in these facilities. Although these businesses are typically smaller, they also tend to be more dynamic and innovative, and to spawn "spin-off" businesses that produce additional jobs. The long term impact of this approach will be a healthy diversification of the community's (and region's) economic base, the creation of new and different job opportunities, the creation of sorely needed affordable housing, and the promotion of more vibrant, livable downtowns and neighborhoods within our economically-distressed target communities.

Site Selection. MVPC, our regional Brownfields Steering Committee, and our municipal partners have an objective process in place for selecting appropriate sites to make loans and subgrants. We employ a series of weighted ranking criteria in applying a numerical value for each prospective site. Our criteria include:

- *Documented Community Need and Support* –Impact on the target community with priority to reverse "slum and blight" conditions and compatibility with community/neighborhood land use goals;
- *Housing and Employment Opportunities* – Impact on affordable housing and/or jobs to meet the needs of low/moderate income people;
- *Sustainable Reuse* –use of existing infrastructure, incorporate low impact development and energy conservation measures, enhance "livability," and reduce sprawl;
- *Greenspace* – sustainable design to improve accessibility of public open space and habitat;
- *Health & Welfare*– reduce risks to the surrounding population and environment;
- *Redevelopment Potential* – potential to spur new economic investment, create needed jobs, and improve community's tax base;
- *Commitment of Leveraged Funds* – project viability and scale of private investment pledged;

Sustainable Source of Cleanup Funds. The Merrimack Valley Brownfields Revolving Loan Fund (MVBRLF) is being structured as a true revolving loan fund, limiting loans to borrowers with the demonstrated credit worthiness (highest probability) of repaying the fund to ensure that loan funds will be available for future applicants. The RLF and the management program that supports it will be sustainable

over the long term. MVPC has operating guidelines consistent with EPA Brownfields Program requirements to establish eligibility, loan terms and conditions, procurement rules, procedures for funds disbursement, and repayment schedules.

Borrower Terms. We will provide low-interest flexible loans to eligible applicants, with the interest rates and repayment periods tailored to make the financing work on a case-by-case basis. The loans will cover up to 80% of the cleanup costs, with the remainder coming from eligible private and public matching funds. For our three economically-distressed target communities, we recognize the need to be especially flexible, and will offer loans at 1% below prime and with repayment schedules of up to 30 years. For CDCs and other nonprofits, the interest rates will generally range from prime to prime plus 1%, with a repayment period Interest rates for private for-profit developers will generally range from 2%-4% above prime. Actual interest rates and terms will be determined on a project specific basis.

Municipal Subgrants. MVPC also has requested subgrants (50% of RLF) in this proposal. These will allow further flexibility in performing Brownfields cleanups on properties where the economics may be marginal but where community benefit will be great. Through our current RLF, we have provided subgrants to priority municipal projects including a former tannery site taken in tax title by Salisbury & Amesbury's Lower Millyard.

ii. Marketing Strategy. The target market for our RLF cleanup funds will be for-profit, not-for-profit, and municipal entities in control of sites meeting the EPA Brownfields definition. Non-municipal applicants must be credit worthy, and committed to the region's sustainable and equitable redevelopment goals.

Key to the Program's marketing plan with this RFL application is an enhanced community engagement and education effort to be undertaken in partnership with Groundworks Lawrence, the neighborhood non-profit based in Lawrence with extensive experience in community building and outreach. Targeted outreach to neighborhood associations in Lawrence, Haverhill and Methuen will focus on building neighborhood capacity and connecting brownfields site redevelopment plans to larger neighborhood area visioning and problem-solving. Neighborhood-based representatives will participate in regular, periodic meetings of an expanded Brownfields Steering Committee to also include existing representatives of our member municipal governments, environmental associations, and community-based organizations.

MVPC will update marketing materials, including a tri-fold mailer containing information about the program as well as information on MVPC's website. Distribution efforts will include outreach to realtors, banks, Chambers of Commerce, environmental groups and community development agencies including municipal planning departments. We also will market the Brownfields RLF program and maintain site inventory through our award-winning web-based initiative, "*Merrimack Valley Means Business.*" *MVMB.biz* developed and launched in partnership with the region's two largest chambers of commerce. It is an interactive, internet-based application that combines digital mapping technology with vast spatial databases to enable users to sort and retrieve key data on over 5,900 properties for sale or lease in the MVPC region.

b. Task Description and Budget Table

MVPC is requesting an RLF grant \$1 million to be matched by a minimum 20 percent non-federal cost share (\$200,000) from loan/subgrant recipients and other financing sources. The RLF funds will be used to recapitalize and operate a 5-year regional Brownfields cleanup loan & subgrant program involving tasks:

Task 1. Community Outreach and Engagement. MVPC will partner with the non-profit Groundworks Lawrence on a brownfields community planning and education outreach program in the target communities of Lawrence, Haverhill and Methuen. We will conduct a series of public informational meetings/public involvement forums at the community and neighborhood levels to actively engage the public in proposed and ongoing RLF program activities and cleanup alternatives review at targeted sites identified through prior Assessment efforts. We will create bilingual outreach materials to augment our existing materials.

Task 1 Outputs and Budget: Projected 15 public meetings over 5 years, with technical presentations, exhibits, handout materials; meeting summaries, including public comments received – in both English and Spanish as appropriate. (.05 FTE Project Mgr. over 5 years-- \$4k/year with incidental travel/supplies (\$1,080/yr); Groundworks outreach, presentation assistance (\$5k/year) Total = \$45,400

Task 2. Establishing/Administering Revolving Loan Fund. MVPC, through its non-profit subsidiary Merrimack Valley Economic Development Corporation (MVED), will continue its self-sustaining regional Brownfields Revolving Loan Fund in compliance with applicable EPA RLF grant guidelines. We have developed loan/subgrant guidelines, application criteria and forms, processing procedures, and implementation plan necessary for the operation of a sustainable Brownfields cleanup RLF. To update this effort and assist in loan document preparation and reviews, we will procure professional legal and mortgage underwriting services. In addition, In Massachusetts MCP response actions require certification by a Licensed Site Professional (LSP). LSPs are licensed by the state and submit reports to MassDEP. The MVPC program will competitively procure the services of an environmental firm with qualified LSP to review and oversee the technical elements of program site cleanup activities.

Outputs and Budget: RLF legal documents and forms, operating guidelines, loan terms & conditions. LSP/Environmental contract procurement. Contracted attorney and loan underwriter fees @ \$2k per year/5 years and LSP site application review \$1k/year; Personnel costs at .01 FTE for Program Mgr. and .01 FTE for ED Coordinator. Total task budget = \$20,500.

Task 3. Operating and Marketing the Fund. MVPC will continue to contract with MVED to be the RLF Fund Manager. This arrangement has effectively managed our existing RLF. Using prudent lending practices, the Fund Manager will make loans and subgrants to eligible applicants based on cleanup project eligibility, applicant credit worthiness, commitment of matching funds, and demonstrated project economic and environmental benefits. Preference will be given to projects in the three target communities. Prior to funding consideration, the projects will be carefully evaluated and prioritized by the MVPC Brownfields staff and the Regional Brownfields Steering Committee using the project screening criteria. Program staff will maintain files and ensure compliance monitoring with Davis/Bacon, and DBE/MBE/WBE goals.

Task 3 Outputs and Budget: RLF marketing/owner outreach; meetings w/ prospective loan/subgrant applicants; processed applications; processed loan/subgrant agreements (terms & conditions) compliance reviews; EPA documentation complete. Program Manager (.09 FTE) and ED Coordinator (.09 FTE) = \$45,000; Environmental Consultant technical review & assistance (\$1,960/year); MVPC/MVED staff travel to EPA National Brownfields Conferences and EPA Region 1 training sessions (\$4,300). Total = \$48,400

Task 4. Cleanup Planning and Oversight. Qualified Environmental Professional:

In Massachusetts, cleanup of sites are regulated by the Massachusetts Contingency Plan (MCP) with oversight by MassDEP and certified. All MCP response actions are prepared and stamped by a LSP. As described previously, under the state's privatized voluntary cleanup program, loan/subgrant recipients are responsible for developing and implementing cleanup plans in accordance with MCP requirements. MVPC our teams of QEP (LSP) on retainer will provide assistance as needed and review project documents and attend project status meetings to further assure that cleanup activities are technically sound and performed in accordance with the MCP. Our QEP/LSP will prepare a Decision Memo for each site approved for a loan, as well as review and comment on site specific Historic/Endangered Species review, QAPP, community relations plan and ABCA documents prepared by the borrower's LSP. MVPC contracted LSP will also monitor cleanup, review/approve progress & final payments, & document response outcomes in ACRES.

Task 4 Outputs and Budget: Site visits; meetings w/borrower's LSP and local inspectional services/health dept. personnel; MCP consistency reviews/reports. Programmatic requirements compliance.; MVPC-contracted LSP (\$3,000/yr.)

Task 5. Site Remediation. Employing prudent lending practices, the Fund Manager will carry out the managed disbursement of approved loans and subgrants to eligible applicants for the site cleanup work to be performed by the applicants' LSP and site cleanup contractors.

Task 5 Outputs and Budget: est. 4 loans @ avg. \$140,000/loan = \$560,000; est. 4 subgrants @ avg. \$75,000/subgrant = \$300,000. Total loans and subgrants = \$860,000.

ii. Budget Table							
Funding Type	Budget Categories	Community Engagement	Establishing & Administering Fund	Marketing & Operation	Cleanup Planning & Oversight	Site Remediation	Total
Hazardous Substance Funds 75% (HS)	Personnel ¹	\$15,000	\$4,125	\$33,750			\$52,875
	Fringe Benefits						
	Travel ²	\$300 ^a		\$3,225 ^b			\$3,525
	Equipment						
	Supplies ³	\$3,750					\$3,750
	Contractual ⁴	\$15,000 ^a	\$11,250 ^b	\$7,350 ^c	\$11,250 ^d		\$146,100
	Loans					\$420,000	\$330,000
	Subgrants					\$225,000	\$210,000
	Subtotal	\$34,050	\$15,375	\$44,325	\$11,250	\$645,000	\$750,000
Petroleum Funds 25% (P)	Personnel ¹	\$5,000	\$1,375	11,250			\$18,875
	Fringe Benefits						
	Travel ²	\$100 ^a		\$1,075 ^b			\$1,175
	Equipment						
	Supplies ³	\$1,250 ^a					\$1,250
	Contractual ⁴	\$5,000 ^a	\$3,750 ^b	\$2,450 ^c	\$3,750 ^d		\$48,700
	Loans					\$140,000	\$110,000
	Subgrants					\$75,000	\$70,000
	Subtotal	\$11,350	\$5,125	\$14,775	\$15,000	\$215,000	\$250,000
Federal Funding Subtotal (HS + P)		\$45,400	\$20,500	\$59,100	\$15,000	\$860,000	\$1,000,000
Cost Share						\$200,000	\$200,000
Total		\$45,400	\$20,500	\$59,100	\$15,000	\$1,060,000	\$1,200,000

NOTES: ¹Personnel rates are \$52.72 for Prog.Mgr. (.15 FTE) and \$30.22 for ED Coordinator (.1 FTE). ²Travel. Includes: a) local planning meetings between coalition communities and community partners, and public outreach/marketing meetings for neighborhood groups [15 meetings/yr x 10 miles (avg. round trip) @ \$0.57/mi. = \$400; b) travel to EPA-approved National Brownfields [2 conferences @ \$2k per conference (airfare/taxi/lodging/per diem) = \$4,000; plus other EPA Region 1 grantee training sessions [1 session/yr @ avg. \$60/session x 5 yrs ; Total \$4,300;

³Supplies. Includes presentation materials (folders, flyers, handouts, easels, posters, etc.) for use at a) neighborhood public involvement forums = \$1k per year over 5 years.

⁴Contractual. Includes a)Groundworks Lawrence community-building outreach coordination in ABCA review/public process & translation--\$4k per year/5 years; b) legal services & loan underwriting for RLF, documents & forms = \$2,000/year; LSP/ Env Contractor technical review applications \$1k per year/5 yrs. c) LSP/Env. Contractor technical assistance in program case oversight, \$2,960 per year, d) LSP/Env contractor to review/monitor/report on borrower/subgrantee remediation plan and cleanup progress = \$3k per year. In retaining services, MVPC will comply w federal & state procurement requirements.

c. Ability to Leverage. MVPC will leverage a wide array of matching funds to expand the reach of the RLF program's resources. Indeed, leveraged funds will be a key criterion for cleanup site selection. We have helped member communities obtain numerous redevelopment grants through the years, and we play a lead role in the procurement of funds for transportation related improvement projects. MVPC helped secure both EDA and ISTEA/TEA-21 "enhancement" funds for the Lawrence Gateway and Amesbury Millyard Projects resulted in the leveraging of millions of private investment dollars for the revitalization of mill sites.

Private Monies. MVPC and our coalition partners are committed to working hand-in-hand with prospective site developers to leverage substantial private monies for site cleanup. For example, in Haverhill, following

our assessment work at a downtown abandoned mill site, the developer Forest City Residential has made a private investment in the millions of dollars. Coupled with Historic Tax Credits from the State, these private funds resulted in the redevelopment of a large mill building in the city's downtown, transit-oriented, mixed-use overlay district.

Local Sources. Our target cities of Haverhill, Lawrence, and Methuen, through their Community Development Departments, are committed to applying a variety of financing mechanisms at their disposal, including CDBG funds. Lawrence and Haverhill are HUD CDBG entitlement communities and Methuen is Small Cities CDBG-eligible community.

State Sources. **MassDevelopment**, a quasi-public state financing agency that sits on the Merrimack Valley Regional Brownfields Steering Committee and participates in the Committee's quarterly deliberations, has pledged to support our RLF projects through several programs available to the region's Economically Distressed Areas (EDAs) and Economic Target Areas (ETAs). These programs include: *Brownfields Site Assessment Program* (interest-free financing of up to \$100,000 per redevelopment site) and *Brownfields Remediation Loan Program* (low interest loans of up to \$500,000 per project for site cleanup, and up to \$2 million for selected "Priority" remediation projects). **MassDEP** also provides leveraged assessment and funding through in-kind services through their SARSS V Program.

3. Community Engagement and Partnerships

a.i. Community Involvement Plan. MVPC is proposing to formalize its partnership with Groundwork Lawrence (GWL) to enhance our Brownfields Program community outreach and education efforts. GWL will organize a program of neighborhood-based information and outreach integrating brownfields site assessments into broader community-building planning initiatives in Lawrence target neighborhoods, Haverhill Lower Acre neighborhood and Methuen Arlington neighborhood. With GWL organization assistance, we will act on an ambitious, multi-faceted citizen involvement plan of community programs to engage neighborhood residents and stakeholders. The outreach process will provide forums for education on site assessment and redevelopment plans as the program progresses, and opportunity to incorporate neighborhood feedback in the planning and decision-making process. In addition, our Brownfields Steering Committee, made up of representatives of state agencies, the regional workforce investment board, regional watershed associations, City/Town officials and Gateway community neighborhood-based organizations, will meet quarterly to monitor cases and provide policy direction in outreach and site prioritization.

a.ii. Communicating Progress. In carrying out this program, special consideration will be given to providing equal access to our region's harder-to-reach residents, including the large Hispanic population (*environmental justice*) for whom language can be a barrier. Meeting notices and materials, as well as website postings, will be presented in both *English and Spanish; translation* and signing services will be provided at public meetings as needed and requested. Staff will also make use of MVPC's language proficiency analysis update to coordinate other appropriate language outreach and consult with local partners to design a meeting schedule facilitating participation. Factors to be considered will include daytime/evening meetings, transit hours of operation, convenient, transit-served locations, and provision of childcare services if needed. Our meetings will be advertised through *news releases, direct mailings, and public postings, including posting on MVPC's regional website (www.mvpc.org) and social media (Facebook and Twitter)* as well as the websites of our target community partners and community-based organizations. Through daily communication and hands-on project work with neighborhood groups and citizens, our community-based organizations will play a key role in effective outreach to publicize and promote meaningful participation in target neighborhoods.

3.b. Partnerships with Government Agencies

3.b.i. Local and State Environmental Authority.

The Massachusetts Department of Environmental Protection (MassDEP) is the state agency responsible for ensuring clean air and water, the safe management of toxics and hazards, the recycling of solid and hazardous wastes, the timely cleanup of hazardous waste sites and spills, and the preservation of wetlands and coastal resources. MassDEP's regional Brownfields coordinator will be invited to participate on the MVPC Steering Committee as has been the practice with our prior programs. MVPC will coordinate closely with the DEP Brownfields coordinator and keep her apprised of brownfield remediation scheduling & status. In addition to partnering with MassDEP, MVPC will collaborate with the following municipal agencies:

- ***Municipal Health Departments and MA Dept. of Public Health:*** Directors of the local health departments meet bimonthly with MVPC. Their agencies and Massachusetts Department of Public Health maintain written records and an active awareness of local threats to human health and provide data, monitoring assistance, and technical aid to determine courses of action to deal with particular contaminants found in Assessments.
- ***Municipal Inspectional Services Departments:*** These departments maintain information databases on the communities' past and present land uses. They assist MVPC in our research of prior uses of land to be assessed, and what contaminants might be found.

3.b.ii. Other Relevant Governmental Partnerships

- ***U.S. EPA:*** EPA will be our primary federal partner in our regional program and will provide valuable review and direction throughout the grant period. EPA Region 1 Program Officer, an active member of our Brownfields Steering Committee, will review contract documents and approve eligibility forms.
- ***MassDevelopment:*** A quasi-public state financing agency that also serves on our Brownfields Steering Committee and has close collaboration with MVPC. MassDevelopment's economic development programs complement MVPC's regional brownfields program and are a source for leveraging state redevelopment assistance.
- ***Merrimack Valley Workforce Investment Board:*** MVWIB is the recipient of EPA Environmental Workforce Development and Job Training Grants, and partners with MVPC brownfields program staff to identify and promote job training and placement opportunities in the region's site assessment and cleanup projects. MVPC and the MVWIB in 2013 executed a Memorandum of Understanding establishing a protocol for collaboration between the organizations including setting regular meetings and communications regarding projects and contracting opportunities, as well as setting local hiring preference goals in the Gateway target communities of Lawrence, Haverhill and Methuen.

3.c. Partnerships with Community Organizations Our brownfields team has developed strong working partnerships with a number of key community-based organizations in our region. The following organizations in particular play a vital role in the successful planning and implementation of our Brownfields program: (See Attachment C Commitment Letters)

- ***Groundwork Lawrence (GWL),*** is a local non-profit organization working to achieve sustained improvement and management of the physical environment through project partnerships that empower people, businesses, and organizations to promote environmental, economic, and social well-being. Through its strong neighborhood ties and grassroots project work, GWL will be a contracting partner to MVPC in implementing a proactive outreach & education program centered on the site assessment and reuse planning process, with targeted engagement to the region's large Hispanic community impacted by our numerous abandoned and blighted industrial sites. GWL commits to providing grassroots organization, education & community-building outreach with the public through efforts such as neighborhood charettes and public information programming.
- ***Northern Essex Community College (NECC)*** is the Merrimack Valley's only community college, and has campuses in our region's two largest and most disadvantaged communities, Haverhill and Lawrence. MVPC relies heavily on NECC's centralized public meeting facilities equipped w/ state-of-the-art audio-

visual equipment, and makes these facilities available to MVPC to facilitate our brownfield assessment program's community involvement program.

- ***Acre in Action*** is the newly formed neighborhood association for the central Haverhill neighborhood. The association is pledged to help translate & distribute information outreach materials and publicize program meetings/events.
- ***Methuen Downtown Visioning Committee*** is a broad-based organization of central Methuen residents, businesses and civic leaders who have organized and championed downtown revitalization plan for Methuen's central business district. The Committee pledges to continue its work in assisting in participation outreach to property owners & developers and helping publicize civic engagement.
- ***Ipswich River Watershed Association and Merrimack River Watershed Council*** are regional environmental organizations with area coverages that include the Merrimack Valley. IRWA and MRWC will participate on the Brownfields Program Steering Committee and provide technical assistance in environmental impact analysis and project prioritization.
- ***Eight Towns and The Great Marsh (8TGM)***, is a community-based environmental partner of MVPC and the EPA-funded Massachusetts Bays National Estuary Program, providing planning and technical assistance to municipalities and non-profit groups on a broad range of environmental and land use issues, including nonpoint source pollution assessment and management, habitat restoration, and low impact development. 8TGM assists our assessment program on an ongoing basis by offering expert advice on the environmental/greenspace aspects of site reuse plans, and by apprising its constituents of site assessment activities and progress.
- ***Greater Haverhill Chamber of Commerce & the Merrimack Valley Chamber of Commerce*** are the region's largest business network organizations. They are pledged to assist with outreach and participate on the Steering Committee.

4. Program Benefits

Health and/or Welfare Benefits: The EPA grant will have a major beneficial impact by remediating and promoting of sites where documented contamination problems pose significant risks to human health, safety, and the environment. Our target area contains the highest concentration of contamination sites in the Merrimack Valley region, as well as the highest concentration of residents, including most of the region's minority population. By safely removing and disposing of the array of soil, air, and groundwater contaminants present at these sites (lead, hexavalent chromium, arsenic, cyanide, PAHs, PCBs, VOCs, asbestos, pesticides and rodenticides), the health of the impacted resident population will be significantly improved. **For example, we expect elevated lead levels in children in Lawrence (currently three times the state rate) to decline, along with the elevated asthma rates in the general population (currently 67% higher than the statewide average).** Redeveloping these abandoned and blighted sites using enhanced building codes and practices will also significantly reduce the present high risk of fire hazard to area residents and businesses. Further, involvement of the community in brownfields redevelopment will build civic commitment and spark a new-found sense of place and pride.

Environmental Benefits: Properly assessed and remediated sites will also have a major beneficial impact on local receiving water quality, including the quality of the Merrimack and Spicket Rivers which traverse the target area and which are significantly impaired primarily due to chronic elevated levels of PAHs. With long delayed recovery from the Recession, several projects are planned that will beneficially impact the the quality of the region's waterways as well as mitigate the frequency/intensity of flood events:

- Lawrence's Merrimack St. Corridor abutting the Merrimack River in 2015 is undergoing street corridor design upgrades that will reduced sediment load in the City's overtaxed storm sewer system.
- Design elements for the cleanup and reuse of a series of **14 blighted public alleyways** that bisect dense residential neighborhoods in Lawrence incorporate rain gardens and vegetated swales to increase

stormwater infiltration and filter suspended contaminants (e.g., heavy metals and PAHs), reducing runoff pollution and flooding of the nearby Spicket and Merrimack Rivers.

- Haverhill in 2015 enacted its Riverfront Overlay Zoning and City planners are actively in discussion with developers/owners about redevelopment plans on at least seven waterfront sites totaling 49 acres. Plans incorporate stormwater best management practices to reduce pollutants.
- Methuen's Arlington neighborhood and downtown revitalization planning center on brownfields redevelopment. MVPC Assessment and cleanup programs will advance efforts at opening up public access & making residents stakeholders in the river's health.

4. Environmental Benefits from Infrastructure Reuse/Sustainable Reuse

4.b.i. Planning, Policies, and other Tools: When evaluating the specifics of a project, MVPC gives priority consideration to projects that have potential to incorporate sustainable development practices. Many of MVPC's towns and cities have recently encouraged green infrastructure and have updated bylaws regarding development and use of renewable energy sources. All towns have upgraded and enforce their building codes to match the new state regulations which mandate sustainable and efficient methods of construction. Guiding policies include:

- ***Smart Growth/Use of Existing Infrastructure:*** Target projects in areas served by existing infrastructure, such as the dense downtown areas of Haverhill, Lawrence, and Methuen to forestall the need for costly new infrastructure, remove the impetus for developing greenspace in outlying areas, and benefit a greater number of residents at risk through reductions in site toxicity.
- ***Transit-Oriented Development:*** Focus on projects located at or near existing public transit facilities and services. Projects sited centrally & close to public transportation, -- the five commuter rail stops in Haverhill, Lawrence and Andover, the Amtrak station in Haverhill and Merrimack Valley Regional Transit Authority (MVRTA) bus routes throughout the region--, increase the convenience of transit, walking & biking and reduce the region's dependence on auto use & fossil fuels.
- ***Low Impact Development:*** Favor projects that incorporate stormwater management practices which maximize on-site retention, treatment, and infiltration. Practices such as green roofs, rain gardens, native plantings will limit the impact of rain events on local stream levels, and decrease the load of suspended contaminants such as heavy metals and hydrocarbons that are carried in runoff from paved surfaces.
- ***Historic Buildings/Materials Preservation and/or Renovation:*** Work in concert with the local historical commissions to ensure buildings which contribute to the historic character of a neighborhood are not damaged by renewal efforts.

4.b.ii. Integrating Equitable Development or Livability Principles

MVPC's program integrates equitable development and livability through:

- Early and proactive engagement in low-income, minority neighborhoods. Our outreach and education component is strengthened with partnership of Groundworks in this proposal.
- Screening criteria is used in site prioritization and specifically highlights transit and bike/ped access, green infrastructure, energy efficiency, affordable housing & employment needs.
- Collaborating with project partners on area-wide planning including the Making a Visible Difference Initiative, Merrimack Corridor and Rail Corridor Plan efforts in Lawrence; Transformative Development planning in central Haverhill; and Smart Growth district planning in central Methuen.
- Planning efforts cited include mitigation strategies of affordable housing production goals & policies to prevent neighborhood displacement and dislocations from gentrification and housing speculation.

4.c. Economic and Community Benefits (long term benefits)

4.c.i. Economic or Other Benefits. MVPC Brownfields RLF will have a major beneficial impact timed with economic recovery to reverse a climate of disinvestment in urban neighborhoods. The program is structured as an economic development tool linked to community-building at the neighborhood level. As already noted,

the heavy concentration of Brownfields in this area has had a severe, long-term negative impact on our ability to remove the existing blight, attract and retain viable businesses, provide reliable jobs for our economically-disadvantaged minority population, and broaden a constrained local tax base that is overly-dependent on residential property taxes. With the RLF recapitalization, we will be able to leverage a variety of private and public funds to redevelop these sites, thereby building a more robust and diversified economy and providing sorely-needed jobs and affordable housing to the area's large population of chronically unemployed and underemployed citizens.

4.c.ii. Job Creation Potential: Partnerships with Workforce Development Programs

This project will encourage community and regional economic development in a number of ways including strengthening and expanding the Regions' business sector, providing employment opportunities, and enhancing business revitalization through local hiring, procurement and job training. The Merrimac Valley has a well established job training program through the Merrimack Valley Workforce Investment Board (MVWIB). MVWIB is the recipient of several EPA Environmental Workforce Development and Job Training Grants, and works closely with MVPC brownfields program staff to identify and promote job training and placement opportunities in the region's site assessment and cleanup projects. MVPC and the MVWIB in 2013 executed a Memorandum of Understanding establishing a protocol for collaboration between the organizations, including setting regular meetings and communications regarding projects and contracting opportunities, as well as setting local hiring preference goals in the Gateway target communities of Lawrence, Haverhill and Methuen.

5. Programmatic Capability and Past Performance

5.a. Programmatic Capability MVPC has a full complement of experienced senior-level professional staff and advisors to effectively manage the Regional Brownfields Revolving Loan Fund:

Dennis DiZoglio, Executive Director has led MVPC since 2007. He has more than 35 years community development experience. As MVPC Executive Director, Mr. DiZoglio will review & approve all agreements & execute contracts.

Joseph Cosgrove, Brownfields Program Mgr., has over 28 years experience in public administration including planning/development work at the city, regional and state level in Massachusetts. Prior to joining the MVPC team in 2014, Mr. Cosgrove served 14 years as Planning/Development Director at the MBTA, the fifth largest transit agency in the country. As Program Manager, Mr. Cosgrove will coordinate program marketing and community outreach, review and make case selection recommendations, oversee contract procurement, maintain record-keeping, and manage legal/LSP engineering contracts.

Heidi Murphy, Economic Development Coordinator, has a 15-year background in community development and is responsible for the annual update of the region's Comprehensive Economic Development Strategy. She began work at MVPC in 2015 and her regional economic development responsibilities include organizing and providing staff support for the region's Brownfields Steering Committee, monitoring the progress of Brownfields Assessment program goals and assisting in preparation of quarterly reporting to EPA.

Jenifer Dunlap, Accountant. Ms. Dunlap has over 20 years experience in public accounting. She is responsible for maintaining all financial recordkeeping and reporting, consistent with Cooperative Agreement terms and conditions.

Assisting in implementing the regional Brownfields Program will be the Community Development Department Directors/Brownfields staff for our three target area communities: **Andrew Herlihy**, Haverhill Brownfields Program Coordinator; **Jim Barnes**, Lawrence Economic and Community Development Director; and **William Buckley**, Methuen Community Development Director. All three have broad experience in community redevelopment and will provide ongoing guidance to MVPC in site selection, reuse planning, leveraging of funds, and community engagement.

5.b. Audit Findings MVPC has managed prior EPA grants without audit findings. All funds were expended in a timely manner and all administrative reports (quarterly, annual, closeout) were completed and submitted

on time. An annual audit of all MVPC financial records is performed by an independent certified public accountant to evaluate and certify contract activities.

5.c. Past Performance and Accomplishments

5.c.1. **Compliance with Grant Requirements:** MVPC has been awarded and implemented prior EPA brownfields assessment grants (hazardous substances and petroleum) and RL F 2010 base funding.

MVPC USEPA Brownfields Grants History	Amount	Grant Type	Contaminant Class	Grant Status	Ph I ESA Sites	Ph II ESA Sites	Additional Assessment ¹ Cleanup Sites	Remaining Funds	
BF-96163801 (FY12)	\$200K	Asses	Haz	Open	4	2	4	-	\$21K ¹
BF-96109001 (FY10)	\$1,375K	RLF	Haz/Petro	Open	-	-	-	4	\$472K ²
2B96109101/201 (FY09)	\$400K	Asses	Haz/Petro	Close	16	4	6	-	\$0
BF-97156701 (FY06)	\$400K	Asses	Haz/Petro	Close	17	3	8	-	\$0
BF-98192401 (FY03)	\$400K	Asses	Haz/Petro	Close	10	4	3	-	\$0

- 1– All funds to be expended by 9/30/16 2—Includes \$375k Supplemental awarded FY14

5.c.2. **Accomplishments:** We have used the EPA grant funds to establish and implement a highly successful District-wide brownfields program that has assessed and led to cleanups at both hazardous substance and petroleum-contaminated sites. Our workplan outputs and outcomes have included completion of over 80 Phase I/II and Mass. Contingency Plan response actions. Our sites have ranged from large mill complexes and manufacturing facilities to machine shops, metal-plating shops, commercial trucking depots, dry-cleaners, and abandoned rail corridors. The following MVPC assessment project ***accomplishments show our dedication to livability principles and community development through successful public/private partnerships:***

Hamel Mills Lofts Adaptive Reuse: The largest redevelopment project in the Haverhill's history of the City of Haverhill, this 5-acre derelict manufacturing facility was converted into 305 units affordable housing (and a public park in the city's downtown commercial district, only ½- block from the MBTA commuter rail station.

NECC Allied Health and Technology Center: Northern Essex Community converted an abandoned brownfield site adjacent to its downtown Lawrence campus into a new Allied Health and Technology Center, bringing over 1,000 additional students into downtown Lawrence each week. The spin-off to existing businesses in the area is enormous. The new graduates the facility produces each year generate an estimated \$12 million annually in additional health related professional salaries.

Rail Trail Projects: MVPC provided environmental assessment services to proposed rail trail projects in Haverhill and Newburyport. These now-completed projects represent 2.5 miles of new exercise paths available to downtown residents.

Amesbury Lower Millyard: Program financed cleanup at former industrial site/DPW yard transformed to public greenspace along the PowWow River in City downtown business district. Project leveraged more than \$4 million in state Transportation Enhancement and PARC funding.

Lawrence Gateway: City of Lawrence used MVPC RLF gap financing to complete remediation at the former Oxford Paper Mill site in the City's North Canal District. The 3-acre site was converted to a passive park connected to the Spicket River Greenway.